

Office of the Deputy Chief of Staff for Developments (ODCSDEV)

Staff office.

a. The ODCSDEV is responsible for the policies, procedures, and resources necessary to generate requirements and for determining the DOTMLPF requirements necessary to support Joint and Army concepts flowing from the Army vision and other strategic documents. The DCSDEV manages the developmental efforts of specified and branch proponents and purpose-tailored battle labs to execute these responsibilities. The ODCSDEV organizational structure is illustrated at Figure 5-1.

b. The DCSDEV acts as CG, TRADOC executive agent for battle lab tasking, resourcing, prioritization, and integration to include the preparation and execution of JFCOM sponsored joint experiments.

c. The DCSDEV is responsible for staff supervision of TRADOC Developments activities in performance of functions to:

(1) Provide policy, guidance, resources, and direction to execute the requirements generation system.

(2) Integrate operational concepts, capabilities, force design, and architectures for the current and future forces.

(3) Synchronize, prioritize, integrate, and validate all operational architecture. Following approval, is responsible for configuration management, maintenance, and storage of all operational architecture.

(4) Review, validate, and forward DOTMLPF requirements generated by the specified and branch proponents to CG TRADOC for validation and submission to HQDA.

(5) Validate and forward scenarios and O&O concepts and plans for CG, TRADOC approval; and approve force design, experimentation plans, study and analysis plans, studies, and analytical results.

(6) Focus Army S&T on required capabilities outlined in Objective Force O&O concepts.

(7) Plan, coordinate, and execute the Warfighting Lens Analysis to assess operational risk of current Army POM and recommends priorities to HQDA for development of the next POM.

(8) Approve TRAC scenarios and studies after review by TRADOC staff principals.

(9) Ensure that TRADOC approved organization products, such as Force Design Updates, are introduced into the Total Army Analysis Program.

d. The Assistant Deputy Chief of Staff for Developments (ADCSDEV) for Requirements is specifically responsible for policies, procedures, and resources necessary to generate requirements and serves as the Army domain agent for the advanced concepts and requirements (ACR) modeling and simulation domain. Serves

as the single point of contact for receipt of materiel requirements documents from other Services and allies.

e. The ADCSDEV for Futures specifically supports the DCSDEV in the execution of missions to prepare the Army for war and to be the Architect of the Future. Manages, prioritizes, and executes the futures requirements development process through task-organization of Battle Labs.

Program Management and Services Directorate (PMSD).

a. Manages the planning, programming, budgeting, and execution of dollar and personnel resources for developments programs in TRADOC.

(1) Develops and manages DCSDEV's portion of TRADOC's planning, programming, budgeting, and execution system (PPBES) for OMA; Research, Development, Test, and Evaluation (RDTE), Army; and Other Procurement, Army (OPA) appropriations (AR 1-1, AR 70-6).

(2) Serves as RDTE program manager for TRADOC (AR 70-6).

(3) Manages TRADOC Force Development Test and Experimentation program funding.

(4) Serves as the TRADOC focal point for resource management matters relating to DCSDEV and its related functional areas in centers, schools, the DCSDEV FOA, and the TRADOC Analysis Center (TRAC).

(5) Develops DCSDEV portion of the TRADOC Budget and Manpower Guidance Command Budget Estimate/Resource Management Update (RMU), TRADOC Program Objectives Memorandum (POM), and other resource management documents (TRADOC Memo 11-5).

(6) Determines, validates, and prioritizes developments resource requirements and synchronizes the allocation of resources and manpower to support mission accomplishment of the DCSDEV.

(7) Formulates DCSDEV policy and determines operating procedures for resource management within the developments community.

(8) Serves as TRADOC focal point for missions, workloads, organizational structures, and manpower utilization relating to the DCSDEV community (AR 10-87).

(9) Develops and manages the DCSDEV portion of HQ TRADOC peacetime TDA and mobilization TDAs (AR 71-32, AR 570-4, DA PAM 570-4).

(10) Acquisition POC for management of contractual support and administration for TRADOC combat developers.

(11) Maintains and oversees execution of the Manpower and Resources System (MARS).

b. Conducts operational analysis and management planning.

TRADOC Reg 10-5

(1) Coordinates and integrates actions which cross the full spectrum of DCSDEV activities, such as DCSDEV input to TRADOC Historical Report.

(2) Performs analyses and develops DCSDEV position for TRADOC/DA readiness reports.

(3) Develops policy and execution objectives for daily and long-range operations.

(4) Coordinates, monitors, and integrates input from DCSDEV or other TRADOC organizations in the creation of development initiatives.

(5) Coordinates and plans conferences sponsored by the DCSDEV. Coordinates DCSDEV and CG participation in conferences and symposia sponsored by outside agencies and/or industry.

(6) Exercises staff responsibility for management of the TSM program (TRADOC Reg 71-12).

(a) Conducts annual TSM reviews to develop recommendations on the establishment, closure, or modification of TRADOC Program Integration Office (TPIO)/TSM offices and charters.

(b) Prepares and disseminates policies and procedures governing the TSM program.

(c) Maintains a TSM database, coordinates replacement TSM/TPIO directors, and prepares welcome letters for incoming TSM/TPIO directors for DCSDEV signature.

(7) Formulates and recommends Army Acquisition Corps and DCSDEV functional area personnel policy for the Developments community.

(8) Serves as proponent for Army Logistics Management College Combat Developments Course.

(9) Serves as the proponent for combat developments executive training.

(10) Prepares, analyzes, and coordinates management studies relating to DCSDEV. (AR 71-32).

c. Provides administrative support to the DCSDEV.

(1) Manages personnel and security administration for DCSDEV.

(2) Serves as SME for resource management support to DCSDEV directors.

(3) Manages the DCSDEV portion of the HQ TRADOC Manage the Civilian Workforce to Budget program, to include formulating pay estimates and monitoring obligations.

(4) Administers travel funds for DCSDEV (AR 37-47, AR 37-106).

(5) Manages contractual support and administration for DCSDEV

(TRADOC Reg 715-3).

(6) Prepares presentation of periodic program reviews and analyses (AR 5-1).

(7) Reviews, staffs, and monitors the DCSDEV position on external audits (GAO, USAAA, DoD Inspector General (DODIG)) (AR 36-2).

(8) Manages the internal control program for DCSDEV (AR 11-2).

(9) Provides military and civilian personnel SME support to DCSDEV directors pertaining to personnel requisition/recruitment, assignments, awards, appraisals, and training.

(10) Procures, stocks, and dispenses blank forms, publications, and supplies for DCSDEV (AR 710-2).

(11) Receives and distributes incoming and outgoing classified and unclassified correspondence.

(12) Manages the maintenance and administration of DCSDEV buildings.

(13) Provides telephone, copier, supply, and printing support.

d. Develops and manages information systems support to the DCSDEV.

(1) Serves as primary POC to the DCSC4, HQ TRADOC, and the DOIM, Fort Monroe, for DCSDEV IM systems (AR 25-1).

(2) Prioritizes, consolidates, and validates TRADOC Information Management Master Plan submissions from DCSDEV and TRADOC development activities (AR 25-1).

(3) Plans and designs automatic data processing equipment (ADPE) architecture for DCSDEV. Conducts onsite surveys to assess current and future functional requirements (AR 25-1).

(4) Develops and executes short- and long-range plans for DCSDEV ADP applications to include software (SW).

(5) Serves as security administrator for DCSDEV ADP applications. Develops and maintains ADP Security Accreditation Plan. Establishes standards and monitors physical security.

(6) Provides user assistance for DCSDEV ADP programs.

(7) Provides ADP SME support and advice to DCSDEV directors.

(8) Manages the installation, maintenance, and operation of DCSDEV access to local area networks (LAN).

Unit of Action/Future Combat System (UA/FCS) Directorate. Functions as the Operations Center at HQ TRADOC for all UA/FCS TRADOC Staff activities in support of UA and FCS developments.

a. Keeps the Commanding General TRADOC and Staff up to date on UA and FCS developments activities.

b. Provides UAMBL, Program Manager Objective Force, Program Manager FCS, and Boeing Lead Systems Integrator (LSI) with a single point of entry to HQ TRADOC to synchronize TRADOC Staff support of UA/FCS developments efforts.

c. Manages the development, review and approval process of UA/FCS products to ensure consistency with the UA Concept and FCS Required Capabilities, as well as other Objective Force overarching concepts and TRADOC PAM 525-66 Objective Force Capabilities.

(1) Lead at TRADOC Headquarters for review and approval of the UA O&O Plan.

(2) Lead at TRADOC Headquarters for review and approval of the FCS Mission Area Analysis (MAA), FCS Mission Area Analysis, FCS Mission Needs Statement, FCS Operational Requirement Document (ORD) and the FCS Test & Evaluation Master Plan (TEMP).

(3) Lead TRADOC Headquarters review and approval the UA/FCS O&O Plan and FCS Requirements Study Plan

(4) Assist DCSINT as required with review and approval of the UA/FCS System Threat Assessment Report (STAR).

(5) Assist Training Requirements Integration Directorate (TRID) as required with review and approval of the UA/FCS System Training Plan (STRAP).

d. Coordinates TRADOC Staff review and CG TRADOC approval of UA and FCS developments products.

e. Coordinates and provides HQ TRADOC participation on Program Manager Objective Force (PMOF) ASARC Working Integrated Project Teams (WPITs) and PM FCS/LSI Integrated Product Teams (IPTs) as required.

f. Coordinates and synchronizes TRADOC's interactions on UA/FCS matters with the Objective Force Task Force, Department of the Army, and within the Joint community.

g. Coordinates and synchronizes TRADOC participation on all Army Requirements Oversight Councils, Requirements Review Councils, Army Systems and Acquisition Review Councils, Defense Acquisition Boards, and Joint Requirements Oversight Councils as related to FCS.

h. Supports planning and execution of TRADOC Senior Wargame Seminars and reviews of UA and FCS products at HQ TRADOC as they relate to the UA/FCS.

i. Coordinates with DCSDCS on UA/FCS matters as they relate to development of the Unit of Employment concept, and other Objective Force concepts.

j. Participates on Integrated Project Teams and Integrated Concept Teams as required.

Battle Lab Integration and Technology Directorate (BLITD). Provides prioritization and focus to TRADOC Battle Lab efforts through integration and science and technology (S&T).

a. Establishes relationships with Battle Labs and TRADOC specified and branch proponents to support the development, integration, and validation of operational concepts and architectures for the Objective Force.

(1) Manages Battle Labs to ensure integration of Objective Force requirements among specified proponents, other Battle Labs, DCSDEV directorates and TRADOC Staff; validation and hand-off of approved DOTMLPF requirements to branch proponents for requirement and completion; and submission of DOTMLPF requirements to CG TRADOC for validation and submission to HQDA.

(2) Coordinates with TRADOC specified and branch proponents, DCSDEV directorates and TRADOC Staff to ensure Transformation initiatives are synchronized to meet established requirements timelines.

(3) Coordinates and integrates efforts of Battle Labs to ensure that Objective Force ORD requirements, Objectives, Issues and Essential Elements of Analysis are addressed by the composite set of Battle Lab experiments.

(4) Coordinates efforts to generate and sustain a Battle Lab Collaborative Simulation Environment.

(5) Oversees and integrates conduct of Objective Force Science and Technology assessments by Force Operating Capability (FOC), also known as 'Chunk' areas.

(6) Coordinates the integration of advanced technology prototypes into Army experimentation.

(7) Provides input and oversight as TRADOC executive agent to the JFCOM J9 Alliance of All-Service Battle Labs.

(8) Promulgates TRADOC policy, procedures, and guidance governing Battle Labs (TRADOC PAM 71-9).

(9) Coordinates and ensures integration (both horizontal and vertical) of all battle lab initiatives.

(10) Monitors and keeps the CG, TRADOC and the Battle Lab Board of Directors apprised of all matters pertaining to battle labs.

(11) Functions as HQ TRADOC's primary interface with materiel developers, industry, academia, HQDA, Joint staff, OSD, and unified and specified commands on issues relating to battle lab missions.

b. Serves as TRADOC lead for science and technology based planning documents and programs.

(1) Conducts assessments of Objective Force operational concepts, Mission Needs Statements, and Operational Requirements and collate required capabilities into the TRADOC PAM 525-66.

(2) Conducts science and technology reconnaissance by literature searches, visits to Army, other Government, industry, and academia centers of science and technology research and development, and contacts with international cooperative programs.

(3) TRADOC executive agent for participation with Army Science Board conduct of studies.

(4) TRADOC executive agent for participation with Future Combat System Lead System Integrators conduct of Science and Technology Integrated Product Teams.

(5) TRADOC executive agent for collaboration with the Army Materiel Command's Research, Development, and Engineering Command.

(6) Oversees participation by TRADOC Battle Labs, Schools and Centers with RDE Command IPTs.

(7) Recommends leads and oversee participation by TRADOC Battle Labs, Schools and Centers in reviews and sponsorship of Army Science and Technology Objectives, Advanced Technology Demonstrations, and Advanced Concept and Technology Demonstrations.

(8) Oversees participation by TRADOC Battle Labs, Schools and Centers in the Warfighter Technical Council and the Army Science and Technology Work Group processes.

(9) TRADOC executive agent for authorship of Chapter II of the Army Science and Technology Master Plan.

(10) TRADOC staff lead for interaction with the ASA(ALT) and Army Materiel Command to inform the science and technology community on emerging operational concepts and requirements.

(11) TRADOC staff lead to support conduct of Army Requirements Oversight Committee (AROC) and Requirements Review Committee (RRC) on science and technology topics.

(12) TRADOC executive agent for the Small Business Innovative Research Program.

(13) TRADOC executive agent for the Advanced Technology Integration Program.

(14) Serves as the TRADOC POC for Special Access programs (SAPs). Executive agent for tasking, policy definition, management, oversight,

registration, and security for all SAP activities supported by TRADOC (AR 380-381).

a. Exercises HQ TRADOC staff responsibility for the synchronization and integrated delivery of TRADOC SAP Developments products.

b. Conducts annual SAP Oversight Committee (SAPOC) to review, validate, and prioritize Army Acquisition SAP. Represents TRADOC at HQDA working SAPOCs and AMC Technical Oversight Board.

c. Conducts an annual New Initiatives S&T Review to identify leap-ahead technology for potential SAP status.

c. Promulgates policy for development, coordination, approval, and publication of OFCs (TRADOC PAMs 71-9, 525-66).

(1) Provides guidance to TRADOC on implications of objective force and future operational capabilities across the DOTMLPF domains.

(2) Identifies and approves proposed candidate OFC/FOCs.

(3) Executes an annual update cycle for OFC/FOCs.

(4) Disseminates draft OFC/FOCs to other concept and materiel developers to solicit comments.

(5) Serves as lead agency for OFC/FOC Integration Workgroup to integrate OFC/FOCs.

(6) Incorporates any new and/or changed OFC/FOCs and tasks combat developers to review draft TRADOC PAM 525-66 for commandant concurrence/comments.

(7) Consolidates inputs from combat developers and submits final draft TRADOC PAM 525-66 to CG, TRADOC for approval.

(8) Publishes, distributes, and submits approved TRADOC PAM 525-66, Objective Force Capabilities, as input to the Army Science and Technology Master Plan.

Joint and Army Experimentation Directorate (JAED). Plans, organizes, directs, guides, and manages the execution of Army operational experimentation and Army participation in joint experiments IAW the Army Experimentation Campaign Plan, with the objective to support the concepts based DOTMLPF requirements generation system (RGS) and key service competencies.

a. Establishes, manages, and monitors the TRADOC experimentation program that supports concept-based DOTMLPF requirements generation (to include the Concept Experimentation Program, or CEP).

(1) Serves as the principal staff agency for managing, coordinating, synchronizing, and integrating experimentation supporting concept-based DOTMLPF RGS. Provides prioritization and focus to TRADOC Battle Lab

experimentation, reviews experimentation results, and provides recommendations for and/or allocations of resource investments.

(2) Serves as Army POC for integration of Army operational experimentation with Joint Forces Command and other service experimentation agencies to support the concept-based RGS.

(3) Coordinates and ensures integration (both horizontal and vertical) of all operational experimental efforts. Monitors and keeps the DCSDEV, other TRADOC staff elements, and CG, TRADOC apprised of all matters pertaining to operational experimentation.

(4) Functions as HQ TRADOC's primary interface with materiel developers, industry, academia, HQDA, Joint staff, OSD, and unified and specified commands on issues relating to operational experimentation.

(5) Monitors and recommends operational experimentation planning, programming, and budgeting based on overarching view of experimentation opportunities to maximize benefit of resources.

b. Serves as TRADOC lead agency for managing Army participation in USJFCOM experimentation supporting DOTMLPF requirements development.

(1) Manages, coordinates, integrates and synchronizes Army participation in USJFCOM concept-based RGS experimentation.

(2) Collaborates with DCSDCS to coordinate, synchronize and integrate Army concept development and RGS experimentation efforts with USJFCOM CD&E.

c. Serves as TRADOC lead agency for experimentation with emerging concepts and technologies. ICW Battle Labs and other agencies, proposes plans for experimentation with emerging concepts and technologies. Provides review and selection processes, provides oversight for and/or conducts planning, preparation, execution and assessment of innovative experimentation efforts.

d. Upon completion of experiments, completes and/or manages formal written after action review (AAR) and lessons learned on the process and serve as the repository of insights and lessons learned, providing briefings and written excerpts on those insights and lessons learned as required.

(1) ICW participating agencies, develops action plans for implementation of insights and lessons learned to institutionalize knowledge and limit unnecessary reexamination of issues.

(2) Conducts assessments of Army/Joint experimentation results and provides insights across DOTMLPF community.

e. Develops and produces the annual Army Experimentation Campaign Plan (AECPP) that prescribes and describes the conduct of Army operational experimentation and Army participation in major joint experiments in conjunction with the Joint Concept Development and Experimentation Campaign Plan (CPLAN) for a given six year period IAW the POM cycle. ICW with DCSDCS,

integrates the AECP into the Army Transformation Concept Development and Experimentation Campaign Plan (AT-CDEP).

(1) Plans, coordinates, and executes the Army Experimentation Campaign Plan. Prepares experiment planning directives and experiment directives. Prepares as necessary and revises other experiment requirements.

(2) Functions as HQ TRADOC's primary interface with partner organizations (AMC, FORSCOM, ARSOF, SMDC, etc.), and with materiel developers, HQDA, Joint Staff, OSD and Joint Forces Command (JFCOM) on issues related to the AECP. Accomplishes this function by communicating and coordinating developments and issues with partner organizations making maximum use of emerging technologies and ensuring

(3) Provides staff advice and assistance in operational experimentation issues to TRADOC staff and overall DoD community.

(4) Coordinates with NGB, OCAR, FORSCOM, and other agencies as required to facilitate RC integration and participation in AECP experiments.

(5) For those experiments requiring a large experimental force (temporary or standing), coordinates the instantiation of an EXFOR Coordination Cell. Conducts day-to-day coordination, integration and facilitation with Experimental Force (EXFOR) elements through the Experimentation Coordination Cell (ECC), TRAC, ATEC, Joint Readiness Training Center (JRTC), National Training Center (NTC), Program Managers, Program Executive Office Command, Control and Communications - Tactical (PEOC3T), contractors, FORSCOM, USAR, ARNG, DA, and the other associated agencies. Serves as primary focal point for TRADOC interaction with the various ECC elements.

(6) Establishes, synchronizes, and coordinates experimentation methodology in the form of process management meetings; these meetings include IPTs and Council of Colonel level process action teams (PATs). Prepares input for and presents issues and recommendations to senior leadership meetings as required. Conducts semi-annual meetings to synchronize and plan AECP activities. Leads/supports working groups or committees focused on experimentation and transformation to Objective Force.

(7) Determines estimated programming requirements for AECP events IAW POM development and conducts funding IPTs to allocate AECP funds and resources to MACOMs and agencies during budget year(s) and year(s) of execution.

(8) Accomplishes staff action coordination required to integrate initiatives derived from ACTD, Advanced Technology Demonstrations (ATDs) and other Limited Objective Experiments (LOE) into the AECP.

(9) Coordinates with internal TRADOC (DCSOP&T, DCSDCS, DCSINT etc.) and external (AMC, PEOC3T, etc.) agencies for timely development and integration of DOTMLPF into Army operational experiments.

(10) Coordinates experimentation and implementation activities with other Services, agencies and participating allied forces for Army operational experiments.

(11) ICW with the TRADOC PAO, develops and executes strategic communications plan to disseminate experimental results to key audiences.

(12) Maintains operational experimentation continuity files.

f. Promulgates policy and procedures for development of TRADOC scenarios (TRADOC Reg 71-4).

(1) Develops, revises, and maintains the TRADOC Scenario Production Plan which manages scenario production resources over a one-year period.

(2) Oversees development of theater resolution scenarios with HQDA, JCS, and unified commands.

(3) Oversees the development of low-resolution and high-resolution scenarios.

(4) Exercises staff responsibility for decisions concerning scenario development for the Army.

Force Transformation Directorate (FTD).

a. Coordinates with Objective Force Task Force (OFTF), DA Staff, TRADOC specified and branch proponents, TRADOC Staff and DCSDEV directorates to ensure all Transformation initiatives (Legacy, Interim, and Objective Force) are integrated and synchronized to meet established timelines.

(1) Maintains the DCSDEV Long-Range (18-month) Calendar, including combat developments, force modernization, and Transformation events and activities.

(2) Represents TRADOC DCSDEV at DA G-8 Future Combat Systems (FCS) Unit Set Fielding IPAT.

(3) Plans and coordinates HQ DA Force Development VTCs.

(4) Plans and coordinates OFTF FCS Stakeholders VTC.

(5) Coordinates selected Stryker Brigade Combat Team, 2CR, and IDIV fielding issues.

(6) Assists DCSDEV in establishing OF priorities.

b. Plans, coordinates, and executes the administration of Seminar War Games (SWGs) that support the Army Transformation Campaign Plan (ATCP).

c. Coordinates and executes required Objective Force Requirements Review Council (RRC) briefings for the CSA.

(1) Coordinates and represents TRADOC at the monthly OFTF Force Integration Staff Officer (FISO) Council of Colonels.

(2) Coordinates and prepares TRADOC DCG for monthly OFTF FISO General Officer Steering Committee.

d. Reviews Transformation conceptual plans, operational and organizational (O&O) plans, mission needs statements (MNS), operational requirements documents (ORDs) and their supporting documents.

e. Develops and maintains TRADOC DCSDEV/ADCSDEV commander's critical information requirements (CCIR).

f. ICW DCSDCS, coordinates the synchronization and integration of linkages between Operational Force Design (Line of Operation 7) and all other lines of operation in support of the ATPC.

(1) Briefs and prepares the Deputy Commanding General/Chief of Staff TRADOC monthly for the VCSA ATPC Synchronization.

(2) Briefs and prepares the Deputy Commanding General/Chief of Staff TRADOC monthly for the CSA meeting on LO7 conditions for ATPC Objectives and Decision Points.

(3) Coordinates LO7 issues and represents DCSDEV at weekly line of operation-related VTCs and monthly DA G-3 Battlestaff Update Offsite Conferences.

(4) Updates ATPC databases ICW other LO managers and submits new data to DA G-3 for bi-weekly data merges.

(5) Reviews and rewrites ATPC ICW DCSDCS and DA G-3 as needed.

Requirements Integration Directorate (RID).

a. Serves as the Requirements Secretariat.

(1) Coordinates and tracks scheduling of Army Systems Acquisition Review Councils (ASARC), Army Requirements Oversight Councils (AROC), Army Systems Reviews (ASR), and Requirements Review Councils (RRC) in conjunction with HQDA staff proponents. Tracks staffing of requirements documents once received at TRADOC HQ.

(2) Identifies, tracks and integrates key legacy and interim force Developments events and deliverables with FTD into the synchronization calendar, long range planning calendar and Transformation Campaign Plan documents.

(3) Responsible for weekly updates for the ADCSDEV-R on schedules for ASARCs, AROCs, ASRs and RRCs. Also, coordinates with DCSDEV functional directorates for their input.

b. Develops and promulgates TRADOC policy and guidance governing Developments functions associated with materiel acquisition, warfighting

requirements determination, testing and evaluation, manpower and personnel integration (MANPRINT) program within the Developments community.

(1) Develops and promulgates policy and guidance governing the requirements determination process (CJCSI 3170.01A; CJCSI 6212.01B; DODD 5000.1; DOD 5000.2-R; AR 71-9; TRADOC PAM 71-9).

(2) Develops and promulgates policy (in coordination with the Army Test and Evaluation Command (ATEC), U.S. Army Materiel Command (AMC), and HQDA) governing execution of TRADOC test and evaluation responsibilities in support of materiel systems for which TRADOC is the combat or training developer (DODD 5000.1; AR 73-1; TRADOC PAM 71-9).

(3) Develops and promulgates policy governing TRADOC test and evaluation of requirements determination activities and DOTMLPF products (DODD 5000.1; DOD 5000.2-R; AR 73-1; TRADOC PAM 71-9).

(4) Develops (in coordination with domain representatives) and disseminates policies and procedures governing the TRADOC implementation of the MANPRINT program (AR 602-2).

(5) Provides TRADOC interface with HQDA, materiel developers and other MACOMs on materiel acquisition policy (AR 10-87, AR 70-1, AR 71-9, AR 602-2).

(6) Serves as focal point for review and conflict resolution of TRADOC policy pertaining to Developments processes, procedures, or products.

(7) Provides TRADOC representation on the DA Test and Evaluation Management Committee (AR 73-1).

(8) Provides staff advice and assistance in the areas of testing and evaluation to the TRADOC staff and overall community.

(9) Coordinates and executes Five Year Test Program (FYTP) taskings for TRADOC resource support to Army tests and experiments. MILPER taskings are accomplished in coordination with or through the TRADOC CofS MILPER Tasking Office (AR 15-38, AR 73-1).

(10) Serves as focal point for coordination and development of TRADOC position(s) on designated TRADOC resources and test priorities (AR 15-38, AR 73-1, TRADOC-OPTEC MOU on Conduct of Operational Test and Evaluation).

(a) Advises or prepares the DCSDEV (or designated alternate) to represent TRADOC during the DA GO TSARC.

(b) Provides the TRADOC representative to working group TSARC meetings.

(11) Manages the TRADOC Force Development Test and Experimentation program to include approval, prioritization, and funding of tests and experiments included in the FYTP (AR 73-1, TRADOC PAM 71-9).

(12) Formulates and recommends TRADOC policy and procedures for user representation during materiel acquisition in coordination with the TRADOC staff,

AMC, and DA. Distributes approved policy changes to Developments personnel (AR 70-1).

(13) Coordinates and prioritizes DCSDEV input in TRADOC studies and analyses programs.

(14) Ensures information presented at the Army Logistics Management College Combat Developments Course is current and in accordance with governing regulations and guidelines. (Note: PMSD serves as the proponent for Combat Development Training and coordinates the updates of all Combat Development Training Courses).

(15) Serves as single POC for health hazard assessments and MANPRINT analyses performed under TRADOC MANPRINT contract.

(16) Serves as single POC for Joint Test and Evaluation (JT&E) and Foreign Comparative Testing programs. Conducts nomination process and develops recommended TRADOC prioritized lists. Assist DCSDEV as chair of the JT&E General Officer Steering Committee (GOSC).

(17) Serves as single POC for proponent actions associated with Army systems, specified areas of interest, and necessary integration activities.

(18) Maintains DCSDEV Homepage and publishes Combat Developments Newsletter.

c. Provides input, specifically DOTMLPF recommendations, to HQDA in support of developing the Army POM.

(1) Develops and executes the annual Warfighting Lens Analysis (WFLA), a warfighter's assessment of future battlefield requirements based on sound analysis (TRADOC PAM 71-9).

(2) Coordinates and refines TRADOC inputs to HQDA G8's Warfighting Alternatives Analysis Requirements and Resources (WA2R2) process, G8's System of Systems Framework (SoSF) process, G8 affordability assessments, and other HQDA analyses requiring operational assessments/inputs.

(3) Provides assessment of final POM for DCSDEV and CG TRADOC.

d. DCSDEV POC for TRADOC participation in the RDA PPBES process.

(1) Represents TRADOC at the HQDA RDA COC reviews for POM/Mini-POM.

(2) Supports DCSDEV for participation in the HQDA RDA 2-Star reviews for POM/Mini-POM.

(3) Coordinates HQ TRADOC input for development of the Army Modernization Plan to Congress, industry, and the acquisition community.

(4) Acts as Quick Response Team for assessing impacts of changes to the Army budget and other modernization issues.

(5) Acts as primary TRADOC advisor for the ASA(ALT) Research, Development and Acquisition Information System Agency database.

e. Assists BLIT Directorate in review and prioritization of S&T reviews and experimentation.

f. Exercises staff responsibility for the reliability and maintainability (R&M) program supporting materiel systems (AR 70-1, AR 70-75, AR 71-9).

g. Provides all proponent Developments R&M services (AR 70-1).

h. Provides Developments engineering and scientific services to proponents.

i. Provides HQ TRADOC staff integration with HQDA G3 and G8 to the Joint staff for resolution of joint combat arms capabilities and requirements.

j. Serves as HQ TRADOC POC for coordination of Joint Requirements Oversight Council (JROC), Joint warfighting capability assessment, horizontal requirements integration (HRI), and horizontal technology integration (HTI) issues.

(1) Performs special, quick turnaround studies for the DCSDEV, DCG, and CG, TRADOC, requiring in-depth analytic, operations research, and functional expertise.

(2) Reviews Mission Need Statements, Operational Requirements Documents, and other requirements determination documentation.

(3) Exercises HQ TRADOC principal staff responsibility for HRI and HTI (AR 70-1, AR 71-9, DA PAM 70-3, TRADOC PAM 71-9). Represents DCSDEV at HQDA HTI Advisory Group meetings. HRI and HTI are defined in TRADOC PAM 71-9.

k. Supports the Army domain agent for the Advanced Concepts and Requirements (ACR), Modeling & Simulations (M&S) domain (AR 5-11, TRADOC Reg 5-11). ACR activities include experiments with new concepts and advanced technologies to develop requirements in DOTMLPF.

(1) Functions as senior advisor to the DCSDEV on all matters pertaining to M&S, studies, or analyses. Represents the DCSDEV, TRADOC, and The Army on M&S and analytical topics such as High Level Architecture, Simulation Based Acquisition, and Simulation and Modeling for Acquisition, Requirements, and Training (DoD M&S Master Plan, Army M&S Master Plan, AR 5-5).

(2) Responsible for review and approval of all M&S requirements in the ACR domain (TRADOC Reg 5-11, TRADOC PAM 71-9).

(3) Coordinates requirements within the ACR Domain, with other domains and services and with joint commands and agencies.

(4) Provides baseline assessment and recommends ACR priorities for sustainment, development and research.

(5) Justifies requirements to the Requirements Integration Working Group (RIWG).

(6) Assists the ACR Domain Manager in development and maintenance of the management master plan and investment strategy.

(7) Provides contract support for TRADOC M&S and studies, including simulation hardware (HW)/SW purchase and maintenance; and, reconfigurable simulator development, purchase, delivery, training and maintenance.

(8) Assists Joint and Army Experimentation Directorate with M&S oversight of the Battle Lab Experimentation Plan.

1. Serves as the DCSDEV proponent for assessing, reviewing, and coordinating Army strategic documents, such as the Defense Planning Guidance, National Military Strategy, National Security Strategy, and Army Strategic Campaign Plan, etc.

Architecture Integration and Management Directorate (AIMD).

AIMD is located at Fort Monroe, VA, with a Division at Fort Gordon, GA.

a. Serves as TRADOC's single entry point for Army architectures and Army component pieces to Joint and Coalition architectures.

(1) Develops and implements DOTMLPF architecture requirements for the total Army.

(2) Supports TRADOC in efforts to provide requirements determination development, analysis, integration, and documentation for the Objective Force Operational Architecture.

b. Coordinates and integrates architecture actions across TRADOC staff elements, specified and functional proponents and Battle Labs.

c. Provides cyclic TOE reviews to support the Documentation Integration Working Group reviews done by the US Army Forces Management Support Agency.

d. Ensures architectures are prioritized, resourced, developed, integrated, validated, maintained and controlled.

e. Synchronizes individual proponent Operational Architecture product development, priorities, coordination initiatives and schedules.

f. Incorporates and manages architecture development IAW RGS process and Army policy.

g. Develops, documents, and maintains the System Architecture-Conceptual in support of the Army Transformation Campaign Plan, Unit Set Fielding, and other technology investments.

h. Provides Configuration Management and quality control of architectures.

(1) Performs Configuration Management of approved architecture products.

(2) Participates in review and implementation of Systems Architecture Change Proposal process.

i. Synchronizes TRADOC architectures with Army Knowledge Enterprise Architecture blueprint. Defines Operations Nodes, Systems Solutions, Physical WAN/LAN Networks for automation systems IAW Army Enterprise Architecture Development Plans for Organizational, Functional and Systems Architecture

types. Identifies, develops, and maintains Information Exchange Requirements for future automation systems IAW Army Enterprise Architecture Development Plans.

j. Manages TRADOC's architecture resources and workforce. Manages a geographically dispersed workforce of architects responsible for supporting Army architecture actions across TRADOC staff elements, specified and functional proponents and Battle Labs.

k. Integrates, distributes, and stores architecture products and analytic results of products developed by proponent, non-proponent activities, and agencies.

(1) Maintains TRADOC's automated tool set and repository for architectures.

(2) Develops and maintains the Army Architecture Repository Management System.

l. Provides performance analysis of networks and automation systems in support of TRADOC, HQDA, and other agencies.

(1) Develops and maintains modeling and simulation toolset to support analysis of tactical and spectrum analysis.

(2) Supports TRADOC Modeling and Simulation Council in support of the Advanced Concepts Requirements and Training modeling and simulation Domains.

(3) Supports the NETWARS Joint M&S program as the primary Army representative.

m. Facilitates the TRADOC validation of architectures.

(1) Resolves proponent issues concerning architecture facility rules.

(2) Schedules and conducts Architecture Validation Boards.

n. Provides Architecture training.

(1) Trains Army operational and systems architects.

(2) Conducts initial and refresher training sessions for architecture developers and other proponent staffs.

o. Maintains architecture products for Legacy, Interm, and Objective Forces.

Combat Arms Directorate; Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance Directorate; and Combat Service Support Directorate (Common Functions). Certain common functions performed by these directorates are listed below. Unique functions are outlined following these common functions.

a. Promulgates TRADOC guidance concerning the requirements determination process, and life-cycle software support (LCSS) activities for assigned materiel systems (AR 10-87, AR 70-1, TRADOC PAM 71-9).

(1) Provides staff supervision over Developments activities of TRADOC proponents, TRADOC System Management/TPIOs, and Battle Labs, ensuring

synchronization, integration, interoperability and interdependability of programs and materiel systems including supporting systems, HQDA assigned and space based systems, and interfaces between strategic sustaining base and theater tactical areas. Oversees and integrates the needs identification and materiel requirements generation process by linking functional area expertise with the Specified Proponents. Represents HQ TRADOC within the assigned functional area(s) including the strategic level and space or combat mission areas with external audiences.

(2) Ensures HRI across the force.

(3) Provides HQ TRADOC Developments interface for human system integration/System MANPRINT Management Plan for assigned systems.

(4) Articulates the needs and benefits of functional area systems within future warfighting concepts.

(5) Processes requirements documentation and resolves issues (AR 70-75, TRADOC PAM 71-9).

(6) Plans and coordinates TRADOC representation to Milestone Decision Reviews (MDRs) (AR 70-1, TRADOC PAM 71-9).

(7) Reviews and establishes MDR position proposals for compliance with published policy and procedures and resolves issues (AR 70-1).

(8) Conducts quality assurance technical reviews, and management on a case-by-case basis of proponent developed and approved critical operational issues and critical operational issues and criteria (COIC) for non-major systems (DODD 5000.1, DOD 5000.2-R).

(9) Represents user on SSEB and SSACs when required.

(10) Reviews and provides input on documents that are developed to support new materiel requirements documents, e.g., the Support Strategy/integrated logistics support plan, the system training plan, BOIP, and the materiel fielding plan (MFP).

b. Leads or serves as member on concept, solution determination, materiel, and organization ICTs and participates in integrated product teams as required.

c. Coordinates and participates in the analytical activities supporting the development of materiel requirements documents.

(1) Provides staff supervision for the development of analytically sound justification for new materiel requirements and materiel changes.

(2) Provides input to analysis of alternatives and other analytical studies to determine cost effectiveness and efficient solutions to battlefield issues (AR 5-5, AR 71-9).

(3) Provides input to functional area assessments (FAA) and functional reviews (AR 11-3, AR 11-40).

(4) Prepares study tasker and provides input to AR 5-5 studies and other studies affecting functional area.

d. Serves as POC for coordinating and obtaining HQDA concurrence on TRADOC positions on test and evaluation master plans and COIC (DODD 5000.1; DOD 5000.2-R; AR 70-1, AR 71-9; DA PAM 73 series; TRADOC-OPTEC MOU on User Test and Evaluation).

(1) Assists proponents in the development of COIC for assigned systems (AR 73-1).

(2) Reviews, staffs, and obtains approval of a COIC for assigned systems (AR 73-1).

(3) Provides staff assistance for the systems' user test and evaluation efforts (AR 73-1).

e. Participates in and makes recommendations on DCSDEV prioritization efforts.

(1) Coordinates proponent input and provides SME matrix support to WFLA (TRADOC PAM 71-9).

(2) Manages mission area advanced planning actions to develop master plans and transition master plans into Army modernization plans.

(3) Reviews concept evaluation resume sheets submitted by proponents and ensures consistency with requirements determination policy and makes appropriate recommendations to the CEPSARC.

(4) Prioritizes functional area studies and analyses, CEPs, tests, S&T programs, post production SW support requirements, and UFRs.

f. Provides functional area SME to other directorates, the CG, and other agencies/HQ.

(1) Provides input for the development of concepts and doctrine in assigned functional area.

(2) Provides SME for staff support and projects.

g. Provides TRADOC staff support and external interface with industry, HQDA, other commands, services, and agencies for issues associated with assigned materiel systems.

(1) Develops and coordinates joint service requirements.

(2) Synchronizes requirements with Army CINCs, MACOMs, other services and allied nations. Serves as TRADOC agent for the resolution of CINC and MACOM materiel and organizational issues.

(3) Serves as TRADOC focal point on matters related to multinational force capability (MFC) with Army systems and with like systems of other services

and nations. Interfaces with and provides technical support, as appropriate, to support MFC activities with allies (bilateral ST, SMEE, NATO, ABCA Groups) (AR 10-88, AR 25-1, AR 70-1, AR 71-9).

h. Serves as interface with DCSOPS&T for preparation and review of mission area training device requirements (AR 71-9, TRADOC PAM 71-9).

i. Provides TRADOC review and evaluation of Army Ideas for Excellence Program and model installation program submissions (AR 5-17).

Combat Arms Directorate (Unique Functions). In addition to the common functions listed above:

a. Promulgates TRADOC policy and maintains staff responsibility for managing developments functions across areas related to Legacy, Interim and Objective Combat Arms Forces to include mounted, dismounted and special purpose.

b. Supports future Combat Arms requirements necessary to maintain the legacy force through recapitalization, field the Interim Force Stryker Brigades and transform to the Objective Force.

c. Integrates and synchronizes DOTMLPF for armor, infantry (mounted and dismounted), mine/countermine, small arms and crew served weapons, anti-armor, air and missile defense, fire support, fixed and rotary wing aviation, and unmanned aerial systems.

(1) Develops recommendations concerning the integration of armor, infantry (mounted and dismounted), mine/countermine, small arms and crew served weapons, anti-armor, air and missile defense, fire support, fixed and rotary wing aviation, and unmanned aerial systems issues into the development of major materiel systems to ensure combat identification issues are addressed.

(2) Develops recommendations and coordinates TRADOC resources to support special DA or AMC study requirements in support of armor, infantry (mounted and dismounted), mine/countermine, small arms and crew served weapons, anti-armor, air and missile defense, fire support, fixed and rotary wing aviation, and unmanned aerial systems.

(3) Coordinates resolution of CINC and MACOM issues and concerns regarding armor, infantry (mounted and dismounted), mine/countermine, small arms and crew served weapons, anti-armor, air and missile defense, fire support, fixed and rotary wing aviation, and unmanned aerial systems development for the legacy, interim and objective forces.

d. Integrates and synchronizes DOTMLPF in the area of combat identification in order to protect the force from the occurrence of fratricide on the modern battlefield.

(1) Develops recommendations concerning the integration of combat identification systems issues into the development of major materiel systems to ensure combat identification issues are addressed.

(2) Develops recommendations and coordinates TRADOC resources to support special DA or AMC study requirements in support of combat identification.

(3) Coordinates resolution of CINC and MACOM issues and concerns regarding combat identification systems development for the objective force.

(4) Serves as co-chair of the Combat Identification Work Group responsible for developing objective force requirements.

e. Integrates and synchronizes DOTMLPF functions related to the acquisition of soldier systems.

(1) Develops recommendation concerning the integration of soldier systems issues into the development of major materiel systems to ensure soldier issues are addressed.

(2) Develops recommendations and coordinates TRADOC resources to support special DA or AMC study requirements in support of the soldier as a system.

(3) Coordinates resolution of CINC and MACOM issues and concerns regarding soldier systems acquisition.

(4) Serves as integrator for all soldier enhancement program (SEP) initiatives and HQ TRADOC voting member on SEP Executive Council.

(5) Serves as integrator for all Army occupational health and safety equipment requirements.

f. Integrates and synchronizes DOTMLPF in the area of mobility in order to:

(1) Predict actions and circumstances that could affect the ability of the force to maintain momentum.

(2) Detect early indicators of impediments or lack of impediments to battlefield mobility.

(3) Prevent potential impediments to maneuver from affecting battlefield mobility of the force.

(4) Neutralize, reduce or overcome (breach) impediments to battlefield mobility that cannot be prevented or avoided.

(5) Protect vehicles against mine effects.

g. Integrates and synchronizes DOTMLPF for the area of lethality to optimize offensive operations and ensure:

(1) Accurate and synchronized networked fires.

(2) Rapid KE gun firing capability with high rate of fire to quickly kill multiple moving and stationary targets.

(3) Small caliber weapons with increased accuracy and stowed kills.

(4) Hunter-Killer not just on each system, but between systems.

(5) Overmatch at extended ranges in all METT-T.

(6) Top attack, Fire & Forget, Man-in-Loop to counter APS, masking with greater precision & survivability.

(7) Precise fires in MOUT (snipers, etc.).

(8) Suppress enemy. Provide mutual support.

(9) Fire first with assured first-round kill.

(10) Cooperative direct counter fire to "avenge" kill.

h. Integrates and synchronizes DOTMLPF for the area of survivability in order to ensure the ability of crew and the platform to continue the mission

(1) Develops recommendations concerning the survivability of soldier and platforms into the development of major materiel systems to survivability.

(2) Develops recommendations and coordinates TRADOC resources to support special DA or AMC study requirements in support of survivability issues.

(3) Coordinates resolution of CINC and MACOM issues and concerns regarding survivability systems acquisition.

Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance Directorate (Unique Functions). In addition to the common functions listed above:

a. Provides staff oversight of the Army's current command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) requirements to ensure a viable communications and intelligence structure to support Legacy, Interim and Objective force requirements.

b. Supports future C4ISR requirements necessary to meet the objectives of Joint Vision 2020, the Enterprise Strategy, the Army Battle Command System, the Warfighter Information Network, Intelligence XXI, the First Digitized Division, the First Digitized Corps, and other plans, programs, and initiatives to attain the Army objectives.

c. Provides staff oversight of all proponent DCDs for new tactical C4ISR materiel systems, to include combat net radios, area common user systems, joint intelligence systems, data systems/networks, communications security, messaging, tactical operations centers, satellites systems, position and navigation systems, topography initiatives, meteorological systems, ground and air based tactical intelligence systems, and unmanned aerial vehicles.

d. Promulgates policy and guidance pertaining to Life Cycle Software Support (LCSS) and post-deployment software support for command and control battlefield automation systems and strategic, theater, and tactical information systems for which TRADOC has been assigned CD responsibility (ARs 25-1, 70-1, TRADOC Pam 71-9, TRADOC Reg 71-2).

e. Reviews and approves SW requirements definition documents.

f. Performs the following common space and information superiority (IS) functions:

(1) Conducts and participates in IS and space related ICTs and IPTs as required.

(2) Provides interface between HQ TRADOC and HQDA, industry, and other services and agencies.

g. IS unique functions follow:

(1) Serves as TRADOC HQ representative on DA Information Operations (IO) Council of Colonels and Command and Control Protect Council of Colonels. Provides TRADOC HQ support for DA IO General Officer Steering Committee (GOSC) (1-2 star) and DA Senior IO Review Committee (3 star).

(2) Integrates IS across the DOTMLPF to provide for the gaining of information dominance.

(3) Provides the HQ TRADOC focal point for IS actions as a primary member of the IS proponent's (Combined Arms Command) IS Matrix Management Team.

(4) Provides management oversight and administrative support to the Information System Protection and Vulnerability ICT.

(5) Assists the Commander, CAC in management, oversight, and administrative support for the IS ICT.

(6) Coordinates IS related activities in support of Force XXI initiatives.

h. Space unique functions follow:

(1) Provides oversight of the TRADOC/Space and Missile Defense Command (SMDC) MOA for space and missile operations.

(2) Assists in preparation for senior advisory groups.

(3) Exercises staff responsibility for space related systems and programs (TRADOC/SMDC MOA).

(4) Ensures space capabilities are considered in the requirements determination process (TRADOC/SMDC MOA).

(5) Provides support and input to CG, TRADOC in preparation for Army space council meetings.

(6) Develops TRADOC position for prioritization of space related ATDs.

(7) Writes and coordinates TRADOC input to the Army Space Master Plan.

Combat Service Support Directorate (Unique Functions). In addition to the common functions listed above:

a. Promulgates TRADOC policy and maintains staff responsibility for managing Developments functions related to logistics systems and soldier support activities, i.e., ordnance, military police, aviation logistics, quartermaster, transportation, medical, Chaplain, JAG, finance, AG.

(1) Exercises staff responsibility for the implementation and execution of the Integrated Logistics Support program (AR 700-127).

(2) Exercises staff responsibility for the implementation and execution of the Test, Measurement, and Diagnostic Equipment Program (AR 750-43).

(3) Exercises staff responsibility for ground distribution (rail transport, highway transport, and supply transfer points), containerization, transportability, water transport, external air transport, and air transport and airdrop (AR 71-9).

(4) Exercises staff responsibility for international logistics, supply, maintenance, petroleum, water resources, ammunition, distribution, and logistics-over-the-shore.

(5) Exercise staff responsibility for Mortuary Affairs and coordinate with appropriate Quartermaster and DoD activities as necessary.

(6) Provides TRADOC position and recommendations to the DoD Food Nutrition Research and Engineering Board RDT&E plans (DODD 3235.2).

(7) Exercises staff responsibility for all quartermaster functions relative to Army feeding and field services, i.e., laundry, showers, kitchens, etc. Provides input and recommendations concerning Force Provider, which incorporates all fielded services to include morale support activities (AR 70-1, AR 71-9).

(8) Provides TRADOC position and recommendations to the Joint Water Resources Management Action Group and the Joint Petroleum Advisory Group.

(9) Exercises staff responsibility for conduct of the Airborne/Airlift Action Office (AAACO) mission. AAACO is the focal point within TRADOC for resolution of issues relating to airborne and airlift integration in the areas of DTLOMS with emphasis on coordinating and integrating CDs.

(10) Exercises staff responsibility for conduct of the Army's Strategic Airlift (C17) mission. Operating under a TRADOC charter, the C-17 Army Requirements Office is the focal point within TRADOC for resolution of Army issues relating to the C17 integration in the areas of DOTMLPF with emphasis on coordinating and integrating Developments.

b. Exercises staff responsibility for explosive ordnance disposal (EOD) materiel programs. Serves as TRADOC representative to single manager for EOD technology (Navy) on materiel matters (AR 70-1, AR 71-9, AR 75-15, TRADOC PAM 71-9).

c. Establishes TRADOC policy and maintains staff responsibility for medical service support requirements in coordination with the U.S. AMEDD Center and School and associated agencies and activities conducting medical related Developments (AR 70-1, AR 71-9, TRADOC/MEDCOM MOU).

(1) Coordinates the Army's present and future medical battlefield requirements (AR 70-1, AR 71-9, TRADOC/MEDCOM MOU).

(2) Acts as facilitator/liaison between foreign medical materiel developers and U.S. AMEDD Center and School (AR 70-1, AR 71-9).

(3) Provides recommendations to the Army Medical Department Review Board on type classification of medical materiel (AR 70-1, AR 71-9).

(4) Provides recommendation concerning the planning and execution of the TRADOC test and evaluation program for medical systems (AR 602-1, TRADOC/MEDCOM MOU).

(5) Provides input to the development of program management documents, the WFLA, and force structure/allocation of medical assets (AR 70-1, AR 71-9, AR 71-32, TRADOC/MEDCOM MOU).

d. Represents TRADOC on DoD Clothing and Textile Standardization Working Group (SWG) and develops TRADOC position on SWG proposals based on recommendations of proponent schools.

e. Acts as integrator for all Army Uniform Board (AUB) functions and TRADOC (user) representative on the AUB.

f. Exercises staff responsibility for Joint NBC defense and smoke/obscurant programs (AR 70-1, AR 71-9, TRADOC PAM 71-9).

(1) Represents TRADOC in NBC defense and smoke/obscurant related matters.

(2) Obtains approval of joint NBC defense materiel requirements documents when designated as the lead service.

(3) Obtains Army approval of joint service NBC defense materiel requirements documents when another service is designated as the lead service.

(4) Obtains approval of smoke/obscurant materiel requirements documents.

(5) Interfaces with other services on NBC defense matters.

(6) Implements policy on NBC related special projects.

g. Provides special staff support in the areas of nuclear and NBC contamination survivability matters (AR 15-41, AR 70-1, AR 70-75, AR 71-9,

TRADOC PAM 71-9).

(1) Provides TRADOC representative to the DA Nuclear and NBC Contamination Survivability Secretariat.

(2) Assesses requirements documentation to ensure nuclear and NBC contamination survivability of Army materiel is properly addressed.

(3) Implements policy on nuclear and NBC contamination survivability programs.

h. Exercises staff responsibility for the Army Non-Lethal Weapons Program (AR 70-1, AR 71-9, TRADOC PAM 71-9).

(1) Represents the Army and TRADOC in all matters pertaining to non-lethal weapons across the DOTMLPF functional areas.

(2) Obtains approval of joint non-lethal weapons materiel requirements documents when designated as the lead service.

(3) Obtains Army approval of joint service non-lethal weapons materiel requirements documents when another service is designated as the lead service.

(4) Serves as the Army POC on non-lethal matters, interfacing with the Joint Non-Lethal Weapons Directorate, other services, industry, and academia.

Force Design Directorate (FDD). FDD is physically located at Fort Leavenworth, KS, with a liaison office at Fort Monroe, VA.

a. Develops and promulgates guidance and formulates general plans, policy, priorities, and overall TRADOC procedures for execution of TRADOC force design goals and objectives.

b. Exercises staff responsibility for the management, coordination, and consolidation for those TRADOC actions impacting on Army force design and force structure. Serves as TRADOC focal point and proponent for analyzing and evaluating effectiveness of force designs and force structure alternatives (AR 71-32, TRADOC PAM 71-9).

(1) Serves as the proponent for organization in the DOTMLPF.

(2) Combines proponent designs to ensure the development, coordination, and integration of the design effort to comply with the Objective Force parameters.

(3) Develops force design parameters in consonance with Joint, HQDA, and DoD guidance.

(4) Ensures that the product of the design efforts supports current or evolving future doctrine.

(5) Provides force design support to future analytical studies.

(6) Conducts studies for TRADOC and DA which have force design or force structure implications to evaluate Developments initiatives pertaining to force design or structure from the proponent, doctrinal developer, materiel developer, or training developer.

(7) Participates in experiments conducted by the TRADOC activities on force designs.

(8) Interacts with the TOE and BOIP documentation process to ensure documentation of approved designs. Functions as the TRADOC primary POC with the U.S. Army Force Management Support Activity (USAFMSA).

(9) Initiates and coordinates research, analysis, and tests to determine Army force design requirements.

(10) Develops organizational concepts and designs.

(11) Structures objective organizations to meet specific deployment needs.

(12) Combines proponent designs into efficient and effective structures.

(13) Support development of interim and objective force designs.

(14) Serves as TRADOC lead in support of HQDA sponsored Documentation Assistance Review Team (DART).

c. Conducts the force design update (FDU) process for the Army (AR 71-32, TRADOC PAM 71-9).

(1) Collects issues from CINCs, MACOMs or the requirements determination process. Distributes issues to proponents for resolution.

(2) Obtains ADCSDEV approval to release issues for field staffing to CINCs and MACOMs.

(3) After CINC/MACOM staffing and resolution of comments, obtains DCSDEV approval to present FDU issues with TRADOC recommendations to HQDA for decisions.

(4) Consolidates results of FDU efforts into a semiannual briefing to Army Senior Leadership and the CSA.

(5) Provides USAFMSA completed unit reference sheets for FDU approved organizational designs as the basis for TOE development.

d. Manages TRADOC participation in the Total Army Analysis (TAA) program. Coordinates and directs the TRADOC analysis and input to the TAA process to include force structure requirements determination (AR 71-11).

e. Plans, programs, and conducts force structure analysis.

(1) Analyzes and evaluates the effectiveness of relationships within the force structure.

(2) Maintains an objective and balanced perspective in the integration of proponent matters in support of the combined arms team, combat-to-support distribution, levels of sustainability, and maneuver-to-fire support ratio.

(3) Directs and conducts analysis of current and proposed structure.

(4) Evaluates the findings of all documents and studies developed by TRADOC elements that have force design or force structure effects.

(5) Initiates and coordinates research, analysis, and tests to determine alternative Army structure needs.

f. Participates in Force Management and Analysis (FORMAL) (AR 11-40).